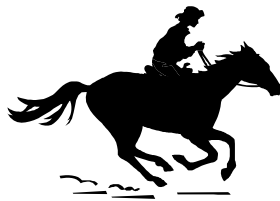
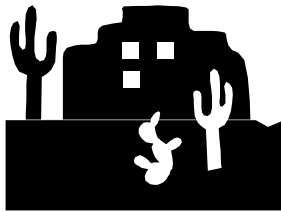




The Scottsdale/Paradise Valley Tourism Study

Part II: Visitor Statistics



August 2002
Office of Economic Development

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August 2002

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STUDY OVERVIEW

Part I: Lodging Statistics

Part I of this study deals with trends relating to the lodging industry in the Scottsdale/Paradise Valley tourist market area. Specifically, the study looks at trends in local bed tax collection, room inventory, average room rates, average occupancy rates and other factors relating to lodging trends.

This Study is designed to provide necessary data relating to the lodging industry for developers, local hoteliers, tourism marketing representatives, and others with an interest in trends in the hospitality industry.

Part I: Lodging Statistics is prepared twice a year, in January and July, and is available at no charge from the City of Scottsdale Office of Economic Vitality or at www.ci.scottsdale.az.us/economic.

Part II: Visitor Statistics

Part II of this study deals with trends relating to tourists themselves. It examines total number of tourists, spending patterns, socio-demographic profiles, and the overall economic impact of the tourism industry in the study area. This study is designed to provide data that gives a profile of the type of tourist that comes to the market area, and what type of economic impacts tourism has on the community.

Part II: Visitor Statistics is prepared once a year, and is available at no charge from the City of Scottsdale Office of Economic Vitality or at www.ci.scottsdale.az.us/economic.

The Office of Economic Vitality welcomes your input and suggestions for changes and additions in future issues, and is pleased to grant permission to use excerpts from this material when credit is given to the City of Scottsdale.

THE SCOTTSDALE/PARADISE VALLEY TOURISM STUDY

Introduction

The economy of the Scottsdale/Paradise Valley area has traditionally been highly dependent upon tourism and the hospitality industry. Yet little information exists on the impact of tourism on our economy. This lack of information makes it difficult to predict the impacts of new developments, or to understand the best way to promote what currently exists.

The purpose of The Scottsdale/Paradise Valley Tourism Study: Part I and II is to provide assistance, through collected industry data, to companies considering tourism, retail or hospitality opportunities in the study area, to provide market information to tourism, retail and hospitality operations located in the study area, and to provide information to elected officials, the general public and city management regarding the tourism and hospitality markets.

This study is prepared by the City of Scottsdale Economic Vitality.

Study Limitations - Part II

The information contained in this study is based on tax collection figures, previous studies, local estimates based on metro area figures, and other data sources. The use of such a variety of data sources may cause concern for some, however the City believes that these figures are the best available data. Throughout this study, the following terms will be used in describing visitor statistics:

Areas

Scottsdale - within the corporate limits of the City of Scottsdale

Paradise Valley - within the corporate limits of the Town of Paradise Valley

Other - within the Scottsdale/Paradise Valley market area; this includes portions of east Phoenix, North Tempe, Carefree, Cave Creek, and Fountain Hills (see Map 1)

Visitors

Hotel Visitor - visitor occupying a transient lodging room in the market area

Seasonal Visitor - visitor occupying a residence (owned or rented) for less than a full year in the City of Scottsdale

Houseguest - visitor staying with an existing, year-round household in the City of Scottsdale

Day Visitor – visitor not staying overnight in the market area

EXECUTIVE SUMMARY

- ?? Scottsdale hosted an estimated 7.1 million visitors in 2001, with an economic impact of \$2.4 billion. The City of Scottsdale was visited by almost 6 million day visitors (visitors that did not stay the night in Scottsdale) in 2001.
- ?? The typical overnight leisure traveler to Scottsdale is 54.5 years old with an average household income of \$72,200. These visitors are most likely from the Midwest or West regions of the United States. Scottsdale's most desirable attributes, as ranked by visitors, are outdoor recreation, shopping, lodging, cultural heritage, and golf respectively. Nearly two-thirds of all visitors say that their Scottsdale experience was excellent and are extremely likely to return.
- ?? The total number of visitor nights spent in Scottsdale hotels was 5.2 million in 2001.
- ?? Visitors spent over \$2.4 billion directly and indirectly in 2001. By comparing dollars spent by the City to support and provide services for visitors versus revenue received by visitors, a 1.4:1 return ratio is arrived at, i.e. visitors generated \$1.40 for every \$1 expended by the City of Scottsdale in 2001. The capacity to keep visitor dollars in the community allowed the City of Scottsdale to capture 88.8% of hotel/visitor dollars.
- ?? Tourists to the Scottsdale area have a tremendous impact on employment and revenue for the City. Approximately 50,588 jobs, or 39 percent of all jobs in Scottsdale can be directly or indirectly attributed to the tourism industry. Privilege tax collections attributable to visitors for fiscal year 2001/02 were in excess of \$26.1 million.
- ?? The number of visitors that came to Scottsdale increased an estimated 6 percent in 2001, and is expected to increase slightly during the coming years.
- ?? No new hotel rooms were added to the Scottsdale Market Area during 2001. The occupancy rate for 2001 was 59.5 percent for the market area and the average room rate was \$143.34.

ATTRIBUTES OF THE SCOTTSDALE TOURIST MARKET

Scottsdale Tourism Industry

The hospitality industry represented by premier desert resorts and specialty shopping has characterized Scottsdale's lifestyle for decades. The growth of this industry has kept pace with Scottsdale's overall economic growth.

The evolution of the lodging industry in Scottsdale has paralleled that of the Southwest. In the earlier days of Scottsdale hospitality industry, dude ranches and health spas flourished. In the 1960's, the development of a local art industry and specialty shopping districts blossomed as the resort hotel industry expanded. This ultimately gave way to the full service, amenity-laden, recreation properties that have made the resort business in Scottsdale unique, attractive, and successful. Today, Scottsdale is an internationally recognized tourism destination community combining the charm of the Old West with the cosmopolitan New West. Scottsdale is widely known for its recreational amenities, climate, five-star resorts, numerous events and attractions, the Sonoran desert, world-class restaurants and art galleries.

Scottsdale Visitor Profile

Table 1

Table 1 provides a brief profile of typical leisure traveler to Scottsdale. The profile is based on data compiled in 2001 by the Behavior Research Center titled "City of Scottsdale Visitor Inquiry Survey." A telephone survey was conducted on 604 randomly selected adults, eighteen years or older, which had previously visited the Scottsdale/Paradise Valley Market area.

The average Scottsdale leisure visitor is 54.5 years old with a household income of \$72,200, and is most likely from the Midwest and West regions of the United States. Scottsdale's most desirable activities and features, as ranked by the leisure traveler, are outdoor recreation, shopping, lodging, cultural heritage and golf respectively. Nearly two-thirds of all visitors say that their Scottsdale experience was excellent and are extremely likely to return.

Table 1
Scottsdale Leisure Traveler Profile

Purpose of Visit	Personal	92%	Region of Origin	Midwest	41%
	Business/Convention	8%		West	23%
				South	23%
Average Age		54.5 years		Northeast	13%
Gender	Male	41%	Accommodations	Full-Service Hotel	23%
	Female	59%		Hotel/Motel	23%
				Resort	21%
Income	Average	\$72,200		Other	33%
Length of Visit	Day	6%	Travel Party Size	1	8%
	1-2 Days	12%		2	52%
	3-4 Days	22%		3 to 4	29%
	5-7 Days	43%		5 and Up	11%
	8 & Up Days	17%			
			Desirable Activity	Outdoor Recreation	(Rank Order)
Travel Mode	Plane	69%		Shopping	
	Personal Car	22%		Lodging	
	Rental Car	7%		Cultural Heritage	
	Other	2%		Golf	
Date of Visit	Jan - Mar	34%	Satisfaction	Excellent	63%
	Apr - Jun	30%		Good	33%
	Jul - Sept	13%		OK	4%
	Oct - Dec	33%		Poor	2%

Source: Behavior Research Center, City of Scottsdale Visitor Inquiry Study

Sample size: 604 persons

VISITORS TO THE SCOTTSDALE/PARADISE VALLEY MARKET AREA

This section provides an estimate of the number of visitors to the City of Scottsdale. The following methodology is used to determine these impacts: the total number of visitors and visitor nights by category are determined, then the respective expenditure patterns and values appropriate to each visitor category are applied and aggregated. The total value of visitor economic impact can then be determined.

Number of Visitors

Table 2

Table 2 presents total occupied hotel room nights for the Scottsdale/Paradise Valley market area. The three sub-areas consist of 1) the City of Scottsdale, 2) the Town of Paradise Valley, and 3) the additional properties that are considered to be a part of the Scottsdale/Paradise Valley market area. The total number of available rooms in each of the three sub-areas is multiplied by 365 days per year in order to find the number of available room nights. The number of available room nights is then multiplied by the occupancy rate to determine the total number of room nights that are occupied. Based on the 2001 average occupancy rate of 59.5 percent, the total number of occupied room nights in 2001 was 2,877,134.

To determine the total number of visitors to the market area, (Table 3) the number of occupied room nights are multiplied by the average number of persons per room to arrive at a figure for total visitor nights (one visitor night equals one person staying one night). The Office of Economic Vitality uses an average number of 1.8 persons per room. The figure for total visitor nights is then divided by the average length of stay. Behavior Research Center reports the median length of stay in 2001 for hotel guests in Scottsdale is 5.4 nights. As a result, the total number of visitors to the Scottsdale/Paradise Valley market area that stayed in local hotels in 2001 was 959,045.

Table 3 also shows the computations used to determine the total visitor nights and day visitors in the Scottsdale/Paradise Valley market area in 2001. Day visitors are visitors that do not stay overnight in the Scottsdale/Paradise Valley market area.

The Day Visitor category is difficult to determine because there is no accurate way to measure this group. The 2001 estimate for visitors to metro Phoenix was approximately 12.7 million. From this number, the total number of hotel visitors to the Scottsdale/Paradise Valley market area (959,045) was subtracted. A capture ratio of 51.4 percent was applied to the balance, (Using Behavior Research Center's findings of 64.3 percent of metro Phoenix visitors frequenting Scottsdale/Paradise Valley; and discounting that by 20 percent to eliminate those visitors who went only to Paradise Valley) making the number of estimated Scottsdale day visitors 6,034,851 in 2001.

By summing these two categories along with seasonal and houseguest visitors, in Table 3 (Continued), the totals for visitors and visitor nights can then be determined. Scottsdale's total number of visitors was estimated to be nearly 7.1 million in 2001, a 6 percent increase from the previous year.

Table 2
2001 Hotel Room Nights
 Scottsdale/Paradise Valley Market Area

	Number of Rooms Available* (a)	Days	= Available Room Nights	Occupancy Rate 2001 (a)	Occupied Room Nights
Scottsdale	8,732	365	3,187,180	59.5%	1,896,372
Paradise Valley	2,174	365	793,510	59.5%	472,138
Other Properties in the Market Area	2,344	365	855,560	59.5%	509,058
Total	13,248	365	4,835,520	59.5%	2,877,134

Source: City of Scottsdale, Office of Economic Vitality

Notes: (a) Scottsdale/Paradise Valley Tourism Study, Part I: Lodging Statistics, July 2002

~~2001~~ Number of Rooms Available as of
 January 1

Table 3
2001 Number of Visitors/Visitor Nights

	Occupied Room	Persons per	Total Visitor	Average	Total Number
Hotel Visitor	Nights (a)	Room	Nights (b)	Length of Stay	of Visitors (c)
Scottsdale	1,896,372	1.8	3,413,470	5.4	632,124
Paradise Valley	472,138	1.8	849,848	5.4	157,379
Other Properties in Market Area	509,058	1.8	916,304	5.4	169,686
SUBTOTAL	2,877,134	1.8	5,178,841	5.4	959,045
Day Visitor	Total Number of Visitors	Average Length of Stay	Total Visitor Nights (b)		
Scottsdale (e)	6,034,851	0	0		

Table 3 (Continued) Total Number of Visitors						
	Hotel Visitors	Seasonal Visitors	Houseguest Visitors	Day Visitors	Total	Percent Change
2001	959,045	*	*	6,034,851	7,100,000*	6.0%*
2000	1,084,179	15,792	34,558	5,584,852	6,719,381	0.5%
1999	1,082,564	15,785	33,229	5,555,764	6,687,342	-2.3%
1998	1,136,362	14,601	31,951	5,662,782	6,845,696	1.5%
1997	1,146,625	14,040	30,722	5,555,627	6,747,014	0.3%
1996	1,107,260	13,500	29,540	5,268,238	6,726,938	4.4%

Total Number of Visitor Nights						
	Hotel Visitors	Seasonal Visitors	Houseguest Visitors	Day Visitors	Total	Percent Change
2001	5,178,841	*	*	-	*	*
2000	5,529,312	1,421,280	345,580	-	7,296,172	4.2%
1999	5,304,562	1,366,650	332,290	-	7,003,502	2.1%
1998	5,227,267	1,314,090	319,510	-	6,860,867	0.2%
1997	5,274,473	1,263,600	307,220	-	6,845,293	3.6%
1996	5,093,395	1,215,000	295,400	-	6,603,795	9.4%

Notes: (*) Total Numbers and final Statistics are currently under review

~~from~~ from Table

~~A~~ A Visitor night is defined as one person spending one night in Scottsdale

~~One~~ One person visiting Scottsdale regardless of length of stay

~~Larkin~~ Larkin Marketing and Research “The Scope and Impact of the Scottsdale, AZ Seasonal Resident”, 1985, updated 4% annually

~~Seasonal~~ Seasonal residents, houseguests, and day visitors were only calculated for the City of Scottsdale

Visitor Spending Patterns

Table 4 details the breakdown of visitor spending patterns by area and type of visitor. The total dollar amounts spent per person per day are based on bed tax and sales tax revenues, and previous research. This data has been updated and modified for Scottsdale based on local tax collection data.

Scottsdale visitors staying in hotels allocated their expenditures in this manner: lodging (38 percent), food and beverage (22 percent), retail (17 percent), local transportation (10 percent), and entertainment (13 percent). Additionally, estimates were made as to what portion of each of these categories was actually spent in the City of Scottsdale, in order to determine total expenditures in Scottsdale.

Table 4 also provides estimates of daily spending by hotel guests and day visitors. These figures were based on previous research and staff estimates that take into consideration the conditions that exist in Scottsdale, and the types of visitors that are typically attracted here. Hotel guest spending per person per day in Scottsdale is \$178.12. In addition, the average day visitor spent \$36.82 per day.

Total Visitor Expenditures

Table 5 summarizes the total visitor expenditures in Scottsdale. The daily expenditure rate per person from Table 4 is multiplied by the percentage of those expenditures that are actually made in the City of Scottsdale. This figure is then multiplied by the total number of visitor nights (Table 3) to determine the total expenditures made by visitors in Scottsdale.

In 2000, the total direct expenditures by visitors in the City of Scottsdale amounted to about \$945 million. By applying a multiplier of 2.5, the total direct and indirect spending by visitors in Scottsdale was \$2.4 billion.

Table 4
2001 Visitor Spending in Scottsdale
Scottsdale/Paradise Valley Market Area

	Scottsdale Hotel/Person	Scottsdale Day Visitor/Person*
Total Spent/ Person/Day	\$ 209.55	\$ 36.82
Lodging		
% of Total Spent	38%	-
\$ Spent on	\$ 79.63	
% spent in Scts.	100%	-
\$ Spent in Scts.	\$ 79.63	
Food & Beverage		
% of Total Spent	22%	40%
\$ Spent on	\$ 46.10	\$ 14.73
% spent in Scts.	89%	100%
\$ Spent in Scts.	\$ 41.03	\$ 14.73
Retail Goods		
% of Total Spent	17%	50%
\$ Spent on	\$ 35.62	\$ 18.41
% spent in Scts.	83%	100%
\$ Spent in Scts.	\$ 29.57	\$ 18.41
Local Transportation		
% of Total Spent	10%	3%
\$ Spent on	\$ 20.96	\$ 1.10
% spent in Scts.	50%	100%
\$ Spent in Scts.	\$ 10.48	\$ 1.10
Entertainment/ Attractions		
% of Total Spent	13%	7%
\$ Spent on	\$ 27.24	\$ 2.58
% spent in Scts.	75%	100%
\$ Spent in Scts.	\$ 20.43	\$ 2.58
TOTALS		
% of Total Spent	100%	100%
\$ Spent on	\$ 209.55	\$ 36.82
% spent in Scts.	85%	100%
\$ Spent in Scts.	\$ 178.12	\$ 36.82

Source: City of Scottsdale, Office of Economic Vitality

Note: * Adjusted for average inflation rate of 2001

Table 5
2001 Total Visitor Expenditures
Scottsdale/Paradise Valley Market Area

Component	Daily Expenditure Rate/Person (a)	Total Visitor Nights (b)	Total Expenditures in Scts/PV Market Area	% of Expenditures Made in Scts	Total Direct Expenditures Made in Scts
Scottsdale					
Hotel	\$ 209.55	3,413,470	\$ 715,292,639	86.8%	\$ 620,874,010
Day Visitor	\$ 36.82	5,584,852	\$ 205,634,251	100.0%	\$ 205,634,251
Paradise Valley					
Hotel	\$ 209.55	849,848	\$ 178,085,648	36.5%	\$ 65,001,262
Remaining Market Area					
Hotel	\$ 209.55	916,304	\$ 192,011,503	27.8%	\$ 53,379,198
Direct Expenditures			\$ 1,291,024,041		\$ 944,888,720
Indirect Expenditures (c)					\$ 1,417,333,080
TOTAL (d)					\$ 2,362,221,800

Source: Office of Economic Vitality, City of Scottsdale

Notes: (a) from Table 4

(b) from Table 3

(c) indirect economic activity: an economic multiplier of 2.5 has proven to be viable in previous studies measuring economic activity in Scottsdale.

(d) Total visitor expenditures decreased for 2.7 to 2.4 billion due to seasonal and houseguest visitor figures not being final and reported

TOURISM IMPACTS ON SCOTTSDALE

The tourism industry is by far the largest economic activity in the City of Scottsdale, generating over \$2.4 billion in total economic activity within the community. Tourism is the largest employer in Scottsdale and one of the most significant sources of revenue for the City of Scottsdale's operations.

Tourism Industry Employment

Table 6

Table 6 presents projections for total employment in the City of Scottsdale that can be attributed to the tourism industry in 2000. The projections are based on a study by Gruen Gruen + Associates titled "Analysis and Forecast of the Economic Base of Scottsdale". Total visitor related employment is derived by using Scottsdale's total employment in 2000 for hospitality industry related sectors and applying a percentage of visitor employment to these figures. Using this formula, an estimated 20,235 jobs in Scottsdale can be directly attributed to the visitor industry. This means that more than 1 out of every 2.5 Scottsdale jobs can be identified with the hospitality industry.

Visitor Fiscal Contributions

Table 7

The visitor industry provides a substantial revenue source for the City of Scottsdale's operations, primarily through bed taxes and sales taxes. Bed taxes are paid directly on room rates; the rate in Scottsdale is three percent. Within the sales tax category, visitor expenditures are directly related in a variety of areas, including -- hotels, restaurants, miscellaneous retail, rentals, and automotive. This section looks at the actual collections by the City of Scottsdale and assigns proportions that are directly attributable to visitors.

Table 7 provides a breakdown of all the sales tax paid in FY 2001/02 by major category and the total bed tax paid. By applying an estimate for each of these categories as to the percentage of the tax received from visitors, total privilege tax collections attributable to the visitor industry can be determined. The percentages were estimated based on comparison of increases in sales tax revenues during peak season versus off-season, and ranged from a low of three percent (automotive) to a high of 100 percent (bed tax).

The visitor industry is estimated to provide over \$26.1 million or approximately 22 percent of the total privilege tax collections. Additionally, there are secondary revenue sources that could be attributed to the visitor (property tax, fees for services etc.) however, these are not considered to be significant.

*Note: Employment statistics are updated every five years

Table 6
City of Scottsdale by Sector
 Hospitality Industry Employment Projections

Industry Sector	Total 2000 Scottsdale Employment	Percent Attributable to Visitors (a)	Scottsdale Visitor Related Employment
Hospitality	14,652	100%	14,652
Retail Trade	18,725	18%	3,371
Transportation	3,842	18%	692
Personal Services	8,446	18%	1,520
Total Direct Employment			20,235
Total Indirect Employment			30,353
Total and Derived Employment			50,588
Total 2000 Projected Employment in Scottsdale			128,652
Percent of Total Employment Related to Tourism			39.3%

Source: Gruen Gruen + Associates, 1999

Notes: (a) based on analysis of Sales Tax Revenue

~~2.5~~ employer multiplier of 2.5

Table 7
City of Scottsdale
Direct Revenues From Visitor Expenditures

Privilege Tax Industry Sectors	2001/02 Total Privilege Tax Collections	% of Tax Attributable to Visitors	2001/02 Collections Attributable to Visitors
Hotel/Motels	\$ 7,274,991	95%	\$ 6,911,241
Restaurants	\$ 5,423,929	28%	\$ 1,518,700
Department Stores	\$ 8,731,899	24%	\$ 2,095,656
Misc. Retail	\$ 15,526,811	22%	\$ 3,415,898
Other Taxable	\$ 6,076,158	21%	\$ 1,275,993
Rental	\$ 12,248,145	10%	\$ 1,224,815
Food Stores	\$ 7,201,672	7%	\$ 504,117
Construction	\$ 21,714,990	5%	\$ 1,085,750
Utilities	\$ 5,492,440	5%	\$ 274,622
Fees/Penalties/Interest	\$ 1,207,487	5%	\$ 60,374
Auto Related	\$ 20,862,023	3%	\$ 625,861
SUBTOTAL	\$ 111,760,545	16%	\$ 17,881,687
Bed Tax	\$ 6,750,224	100%	\$ 6,750,224
GRAND TOTAL	\$ 118,510,769	22%	\$ 26,072,369

Source: Office of Economic Vitality, City of Scottsdale

Note: Percentage based on sales tax data

Fiscal Costs Related to Visitors

Table 8, Table 9

Once fiscal contributions have been determined, the next step is measurement of the direct and indirect costs born by the City of Scottsdale as a result of the visitor. This analysis includes only those costs incurred by the City of Scottsdale and does not attempt to assess costs incurred by other jurisdictions, such as Maricopa County or Scottsdale Unified School District.

The most significant costs incurred by the City, as a result of the visitor industry, are the operating expenses in the City's General Fund; including police and fire protection, parks and recreation, infrastructure, maintenance, etc. For this study, these operating expenses have been allocated among the various resident/visitor sub-groups to determine those annual municipal costs attributable to visitors.

The allocation formula is based on the number of individual "person nights" spent by each group in the community (Table 8), and assumes that each person in the community uses City services on an equal basis. Scottsdale residents demand services 365 days per year, while a visitor to Scottsdale may only demand services five days per year. These percentages are then applied to the municipal operating costs of the General Fund, as shown in Table 9. In fiscal year 2001/02 the City of Scottsdale spent over \$109 million on these services. Based on the allocation of costs, \$12.2 million of Scottsdale's municipal operating costs were used to serve its annual visitor population.

Cost/Benefit Analysis

The visitor to Scottsdale makes a significant contribution to the community's economy. Direct expenditures by visitors in Scottsdale were estimated at \$945 million for 2001 (Table 5). Using a 2.5 multiplier, the total economic contribution to the community is derived at \$2.4 billion.

Sales tax and bed tax payments by Scottsdale visitors amounted to \$26,072,369 in 2001/02. These are actual dollars that go into the City treasury. Visitor sales and bed tax represented 22 percent of Scottsdale's total sales and bed tax.

In 2000/01, the City of Scottsdale's operation costs were \$12,286,734 to support its visitors. This cost is substantially less than the tax revenues received from its visitors. In fact, the Scottsdale treasury receives almost \$15 million more than is expended in support of the visitor, resulting in a benefit/cost ratio of \$26,072,369 to \$12,286,734 or 2.1:1. The visitor to Scottsdale is a very cost-effective addition to the community, because for every \$1.00 the city spends to support the tourism industry, it receives \$2.10 in return.

Table 8
City of Scottsdale
2001 Visitor and Resident Duration of Stay Percentages

Component	Number (a)	Duration of Stay (Days)	Total Person - Days	Percent of Total
Resident	209,960	365.0	76,635,400	89.9%
Hotel Visitor	1,084,179	5.4	5,854,567	6.8%
Day Visitor	5,584,852	0.5	2,792,426	3.3%
Total			85,282,393	100.0%

Source: Office of Economic Vitality, City of Scottsdale

Notes: Resident Population as of July 1, 2001

(a) from Table 3

Table 9
City of Scottsdale
2001/02 Municipal Operating Costs Attributable to Visitors

		Municipal Operating Costs (b)	
Component	Percent of Total (a)	Resident Share	Visitor Share
Resident	88.8%	\$97,416,245	-
Hotel Visitor	8.1%	-	\$8,885,941
Day Visitor	3.1%	-	\$3,400,792
Total	100.0%	\$97,416,245	\$12,286,734

Source: Office of Economic Vitality, City of Scottsdale

Notes: (a) from Table 8

(b) 2001/02 General Fund Adopted budget for direct public service City departments such as Police, Fire,

Community Service (Parks and Recreation) and Municipal Services - totaled \$109,702,979